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State of Illinois
DEPARTMENT OF PERSONNEL
Division of Employee Development

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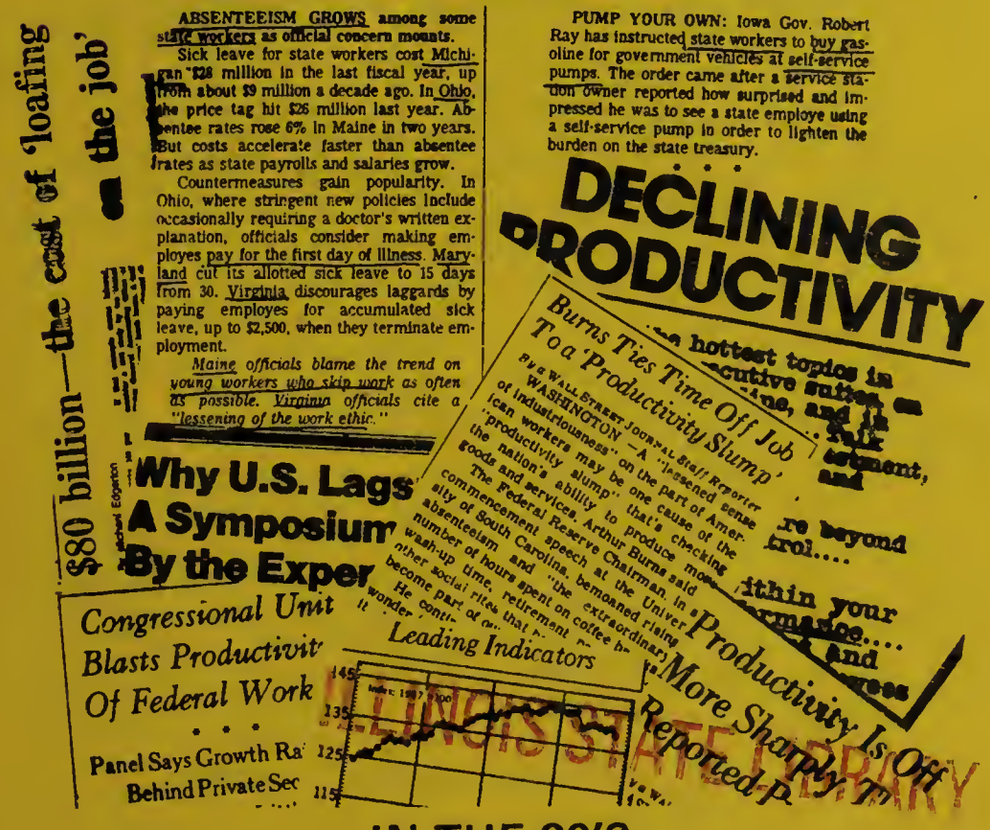
Management Institutes 1980

Springfield, Illinois

INCREASING PRODUCTIVITY


$80 billion—the cost of 'loafing' on the job
ABSENTEEISM GROWS among some state workers as official concern mounts.
Sick leave for state workers cost Michigan $28 million in the last fiscal year, up from about $9 million a decade ago. In Ohio, the price tag hit $26 million last year. Absentee rates rose 6% in Maine in two years. But costs accelerate faster than absentee rates as state payrolls and salaries grow.
Countermeasures gain popularity. In Ohio, where stringent new policies include occasionally requiring a doctor's written explanation, officials consider making employes pay for the first day of illness. Maryland cut its allotted sick leave to 15 days from 30. Virginia discourages laggards by paying employes for accumulated sick leave, up to $2,500, when they terminate employment.
Maine officials blame the trend on young workers who skip work as often as possible. Virginia officials cite a "lessening of the work ethic."
PUMP YOUR OWN: Iowa Gov. Robert Ray has instructed state workers to buy gasoline for government vehicles at self-service pumps. The order came after a service station owner reported how surprised and impressed he was to see a state employe using a self-service pump in order to lighten the burden on the state treasury.
DECLINING PRODUCTIVITY
Why U.S. Lags
A Symposium
By the Exper
Burns Ties Time Off Job To a 'Productivity Slump'
Productivity Is Off
More Sharply Reported P
Congressional Unit Blasts Productivit Of Federal Work
Panel Says Growth Ra Behind Private Sec
Leading Indicators

IN THE 80'S

1980

February 14, 1980

ILLINOIS DOCUMENTS

DR. GORDON L. LIPPITT
"Quality of Work Life—A New Way of Looking at Productivity"

April 3, 1980

DR. M. SCOTT MYERS
"Making Human Resources Productive"

May 7, 1980

DR. ROBERT R. BLAKE
and
DR. JANE S. MOUTON

"Increasing Productivity and Efficiency"

ILLINOIS STATE LIBRARY

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INSTITUTE INFORMATION

The Springfield Management Institutes are being conducted for the thirteenth season. Each Institute is a one-day conference starting at 9 a.m. and ending at 2:30 p.m. with one hour for lunch. They are presented by top national and international management authorities and are designed for administrators and executives in State government. However, managerial representatives from business, industry, and from local government are cordially invited to participate.

The Institutes will be conducted at the Holiday Inn East, 3100 S. Dirksen Parkway, Springfield, Illinois.

HOW TO APPLY

The use of tickets for admittance will be retained to preserve necessary control over participant populations. There will be no charge to State employees.

In order to approach an equitable distribution of tickets among State agencies, we have developed a "quota system" based on each agency's usage over the past two years. Under this system, a certain number of tickets will be set aside for each agency. The agency may draw from this allotment to satisfy the degree to which they wish to participate, up to the maximum allotted. Such requests must be received no later than two weeks prior to each Institute.

Unused tickets from each agency allotment will be offered to other agencies which may wish to participate to a greater degree than originally allotted. We ask that agencies draw from their allotment only the number of tickets they intend to use. We must caution

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DR. GORDON L. LIPPITT: "Quality of Work Life—A New Way of Looking At Productivity." Dr. Lippitt is professor of behavioral science in the School of Government and Business Administration, The George Washington University. He is a Diplomate of the American Board of Professional Psychology and a charter member of the International Association of Applied Social Scientists, Inc. He serves as consultant to numerous industrial, community, social, health, governmental, educational and international organizations in the United States and overseas.

Dr. Lippitt has served as Chief of Industrial Training and Education Branch of the United States Productivity Program of the Mutual Security Agency in Europe. He functioned as Program Coordinator for the Mid-Century White House Conference on Children and Youth.

He has published more than 300 articles, pamphlets and books in the field of human behavior, leadership and organizational effectiveness. He serves as Editor of the International Journal of Human Resources Development.

His most recent books are *Organizational Renewal* (1969), *Optimizing Human Resources* (1971) (co-editor), *Visualizing Change* (1973), *Management Development and Training Handbook* (co-editor) (1975), and *Consulting Process in Action* (co-author) (1978).

Dr. Lippitt was born in Fergus Falls, Minnesota. He received degrees from Springfield College, Yale University, The University of Nebraska and American University (Ph.D. in Social Psychology). He is listed in *Who's Who in America, American Men of Science* and *Who's Who in Education.* Dr. Lippitt is married and the father of three daughters. He lives in Bethesda, Maryland.

DR. M. SCOTT MYERS: "Making Human Resources Productive." Dr. Myers is Director of the Center for Applied Management in Coral Gables, Florida. His professional services include research and consultation for business and labor organizations,. educational institutions, management associations and civic groups.

Dr. Myers received his Ph.D. in Industrial Psychology from Purdue University. His past positions include that of Supervisor of Personnel Planning, Hughes Aircraft Co., Culver City, Calif.; Associate Professor of Public Administration (USC) at University of Tehran, Iran (3 years), and Director of Personnel Management and Research in Tehran (4 years). During a 10-year span 1959-1969 Dr. Myers, as Management Research Consultant with Texas Instruments Co., served in the field of organization development which included job enrichment, motivation and obsolescence research, compensation practice, and attitude surveys.

Scott Myers is a prolific writer. Among his publications are *Managing With Unions* (1978), *Managing Without Unions* (1976), *Managerial Values for Working* (co-author 1975), *Every Employee a Manager* (1970) as well as many articles in the *California Management Review, Business Quarterly, Training and Development Journal,* and the *Harvard Business Review.*

Dr. Myers resides with his wife in Coral Gables.

DR. ROBERT R. BLAKE and DR. JANE S. MOUTON: "Increasing Productivity and Efficiency." Dr. Blake and Dr. Mouton have served as President and Vice President, respectively, of Scientific Methods, Inc. in Austin, Texas since 1961.

Robert Blake, as Professor of Psychology, taught at the University of Texas in Austin during the 1950's and early 60's. He received his Ph.D. from that institution. In 1949, he was awarded a Fulbright Scholarship to Great Britain.

Jane Mouton served as Research Scientist at University of Texas and Assistant Professor, Department of Psychology, University of Texas from 1959-1964. She received her Ph.D. from University of Texas in 1957.

Working together, Dr. Blake's and Dr. Mouton's current interests are behavioral science theory and techniques for strengthening human environments, including corporate, management and sales, government agency, school, voluntary agency and community organizations, as well as marriage and child rearing. They are also concerned with international training in management, sales and organization development and marriage dynamics in 35 countries.

Their recent presentations and programs have included the International Federation of Training and Development, Manila, the Philippines, Nov. 1979; the Tercer Congreso Nacional de Adiestramiento y Capacitacion, Mexico City, Oct. 1979; the American Society for Training and Development Leadership Symposium, Houston, Texas, Aug. 1979; the Academy of Management, San Diego, Calif., Aug. 1978; and the Association for Human Psychology, Caribbean Cruise Program, March 1978.

Blake and Mouton hold membership in numerous professional organizations including Diplomates, American Board of Professional Psychologists; Licensed and Certified, Texas State Board of Examiner's of Psychology; Honorary Faculty of Behavioral Science, Institute of Business Administration and Management, Tokyo, Japan; Association for the Advancement of Science, the Interamerican Society of Psychology and the International Association of Applied Social Scientists.

Among their many authored and co-authored publications are some 20 books and 500 articles and research papers. Their books include the original *Managerial Grid* (1964), the *New Managerial Grid* (1978), *Making Experience Work: The Grid Approach to Critique, Diary of an OD Man, Consultation, The Grid for Supervisory Effectiveness, The Marriage Grid, Grid Organization Development* and others. They have also produced a number of management films and tapes.

Dr. Blake is listed in *Who's Who in America*. He is a member of the Academy of Political and Social Science. He serves on several editorial boards.

He was active in military service as Personnel Consultant in the Aviation Psychology Research Program, American Air Force, 1942-1945.

Dr. Mouton is listed in *Who's Who of American Women*, the *World Who's Who of Women* and the *National Register of Scientific and Technical Personnel*.

Her community activities include the Junior League of Austin and the Colonial Dames of America.

HOW TO APPLY (continued)

that "NO SHOWS" will be deducted from future agency allotments. Therefore, we urge that you make appropriate substitutions of personnel or inform us on a timely basis of any cancellations you have of the number requested. Unused tickets will go into an "all-agency pool" during the week immediately preceding the Institute and be made available for special requests on a first-come basis.

Participants from private industry or local (non-state) government will be charged $15 per Institute. Approximately 20% of the tickets have been set aside for private industry. The tickets for industry will be sold on a first-come basis and orders are acceptable up to the second week prior to each Institute.

Participants will pay for their own lunches. Arrangements have been made with the Holiday Inn East to have a buffet lunch on the premises. The cost of the lunch will be about $3. We urge all participants to avail themselves of this facility in the interest of time conservation and punctuality as the afternoon session convenes.

Industry and local (non-state) government should make checks payable to the State of Illinois, Department of Personnel.

Reservation deadline for each Institute is two weeks before the Institute. Reservations are accepted in order of receipt until capacity is reached. Refunds to industry cannot be made for reservations cancelled less than a week before the date of the Institute.

The Department of Personnel reserves the right, in event of a scheduled speaker's inability to keep his engagement, to make a substitution.

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